

Creating a System of Great Schools

Kitamba Overview

August 2018

Confidential Draft Not for Distribution

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Kitamba Partners with Cities to be their Implementation QB

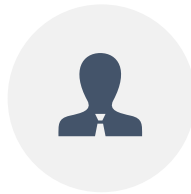
Overview of the Implementation Quarterback Role

Kitamba works alongside districts to design and develop the strategy, define and execute work, and cohere other support partners leading to a clear plan and strategic execution



TRANSFORMATION “RUNNING PARTNER”

Advisor and executor for the Superintendent and transformation team including designing and structuring work and ongoing thought partnership



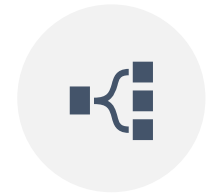
STRATEGIC ADVISOR

Build strategy with Superintendent and key leadership / stakeholders. Also provide a focus on communications and engagement to create the conditions for transformation



TARGETED TECHNICAL ASSISTANCE

Execute foundational technical work (e.g. weighted student funding, menu of options for central services, comms and advocacy, and school portfolio processes)



ONE-STOP SHOP

Single hub to cohere all strands of work and other partners providing assistance

Kitamba Approach to Strategic Execution

“The road to school reform is littered with good ideas, poorly executed.”

- Joel Klein, Former Chancellor NYC Schools

Our Guiding Principles to Deliver and Sustain Impact:



Backwards map from the destination (September 2019) and a “north star”

Build a shared vision of success across the district (i.e. what must be true by September 2019?) and execute relentlessly against that shared vision of success.



Design and execute work streams and build organizational muscle to sustain change

Develop and embed the structures, processes, and skills for the district to continue the momentum and sustain this work over the longer term.



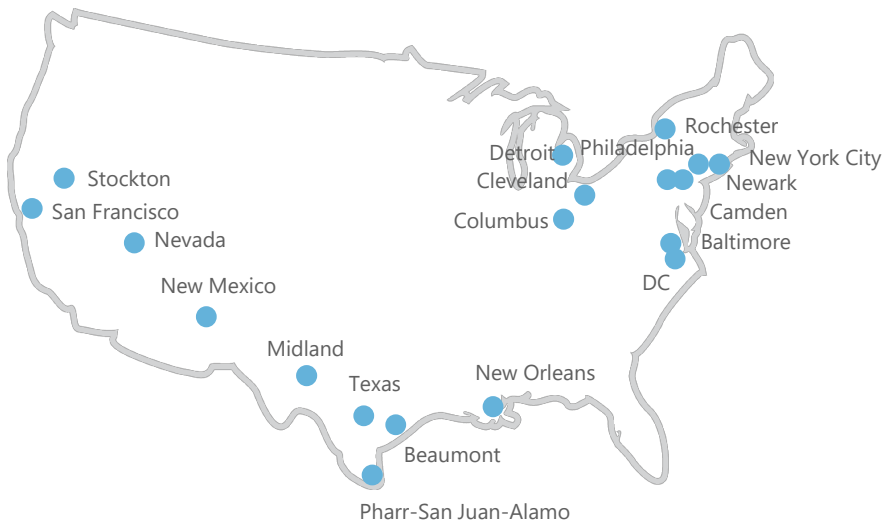
Coordinate, cohere and build a narrative around the work; step back along the way to ensure success

Implementation QB function ensures coordination and coherence across work streams including communications and engagement and internal change management. As needed, build an internal and external “kitchen cabinet” to ensure project success, and access thought leadership (on this front, Kitamba has developed a bench of experienced Superintendents from across the country if helpful to convene as thought partners overall or on specific policy topics)

Kitamba System of Great Schools Expertise

We help districts move towards a **system of high-performing schools meeting the needs of all kids and families in a community.**

Kitamba has had the opportunity to support critical components of this work in multiple cities and states.



System of Great Schools Strategy



01

Manage school performance



02

Expand great options



03

Improve access to options



04

Foster school autonomy



High Performing Networks
of Autonomous Schools

What might this work look like?

Design System Values

Is our strategy one that will empower schools with autonomy and families with options?

If so, we will need a clear picture of school performance, lots of great schools, and to remove barriers to access.

- 1. The school is the unit of change**
- 2. Making decisions closer to students with a focus on rigorous instruction drives improvement**
- 3. The district's role is to support and "authorize" schools**
- 4. Good and transparent data on school quality underpins the entire system**
- 5. Families should have access to all schools and understand school quality**

The SGS Strategy is a Continuous Improvement Model

(ALL schools have room to improve and over time ALL schools will be 'great')

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Kitamba's Capacity-Building Approach

Laying the Foundation for Execution and Sustainable Improvement

Kitamba's goal is to help clients develop the internal capacity to sustain and improve a system of great schools beyond Kitamba's consulting engagement.

Kitamba uses blended teams, made up of Kitamba and district leads, to create the conditions for successful, sustainable implementation. Below are critical components of the approach.



Co-Creation

Kitamba engages district staff to ensure co-ownership during the planning/design process, including **backward mapping** (*what must be true by September 2019?*), leading to greater buy-in and higher likelihood of rigorously executing the plan.



Building Organizational Muscle to Sustain Change

Kitamba uses an "I do, we do, you do," model of **gradual release**, in which Kitamba does significant design, analysis, execution, and modeling in the beginning of the project. Over the course of the engagement, Kitamba continues to provide district staff support as they take on more of the work and sustain it over the longer term.



Tools and Templates

Based on its deep experience in developing **durable tools and templates**, Kitamba customizes these supports to ensure that they will be effective for district staff. Kitamba is mindful of the importance of local context and capacity in every engagement.

About Kitamba

OVERVIEW

- **Kitamba is an education consulting firm focused on supporting education leaders committed to transformative change and educational opportunities, particularly for our most vulnerable children.**
- **We provide deep policy design and implementation support, and have worked with district, state, and education organizations across the United States and around the world.**

OUR IMPACT

- Led efforts to radically re-envision schools and school systems in **many large urban districts** and **multiple states, impacting over 3 million students**
- Worked with **9 non-profit school intermediary or Charter Management Organizations** on the development of expansion of great schooling options.
- Currently leading **System of Great Schools** work in Texas, New Jersey, New York, and Nevada to develop and expand great schools, redesign systems, and put power back in the hands of educators

LEADERSHIP



RAJEEV BAJAJ
PARTNER & CEO

Rajeev began his career in education over a decade ago as an elementary school teacher at PS 161 in Harlem. After his time in the classroom, he transitioned to key leadership roles at the New York City Department of Education, including Managing Director in the Office of Accountability. Most recently, Rajeev served as President of Sangari Global Education, an education services provider that delivers inquiry-based science educational materials to over 500,000 students worldwide. Rajeev began his career in technology first at Microsoft and later as part of the core team that launched Jamcracker, a web services provider based in Silicon Valley. Rajeev graduated from Northwestern University with a B.S. in Industrial Engineering/Management Sciences and has a Master's degree in Education from Hunter College. He is a recipient of a Fulbright Teaching Fellowship through the Fulbright Memorial Fund-Japan and is a 2012 graduate of the Broad Foundation's Fellowship for Education Leaders.

About Kitamba



**ERIN MGoldrick
BREWSTER
PARTNER & COO**

Erin specializes in data innovation. Erin has worked with a variety of clients including the Bill and Melinda Gates Foundation, the College Board, and dozens of state and district school systems. She was the Chief of Data and Accountability for the District of Columbia Public Schools under Chancellor Michelle Rhee. She also held data-focused positions at the California Charter Schools Association, Los Angeles Unified School District, and Los Angeles Educational Partnership. Erin earned an undergraduate degree at the University of Notre Dame and a master's degree in Public Policy at U.C.L.A.



**MARK VIEHMAN
PRINCIPAL**

Mark specializes in education finance, data analysis, and strategic advising for education initiatives. Before joining Kitamba, Mark was the Director of Financial Strategy at the Newark Public Schools, where he led school-based and central office budgeting for the district and helped negotiate and implement its performance-based teachers contract. Previous employers include MDRC, Columbia University, and NERA Economic Consulting. He is based in Washington, DC and holds a bachelor's degree from Bowdoin College and a master's degree from Columbia University.

About Kitamba



COLLIN MOORE
PRINCIPAL

Collin provides project management, analysis, and policy support for Kitamba's portfolio of clients including a variety of New Jersey districts with a focus on portfolio management, strategic finance, facilities, and unified enrollment systems. Collin has led various high-quality seat analysis projects for New Jersey cities and local charter support organizations and has also been a senior leader on Kitamba's multiple engagements in Texas on the System of Great Schools effort and in Midland, TX and Pharr-San Juan-Alamo, Texas. Collin has worked in public sector education management in Connecticut as Special Assistant to Commissioner Stefan Pryor and worked with Jim Liebman in the Center for Public Research and Leadership at Columbia University. Collin has a B.A. from Seattle Pacific University and a J.D. from NYU School of Law.



NIMISHA GANESH
SENIOR BUSINESS
ANALYST

Nimisha is a Senior Business Analyst at Kitamba. Nimisha has worked on a variety of strategic planning projects providing analytic, research, and project management support on high quality seats analysis in New Jersey as well as deep analysis, design and project management support with Midland, TX on their System of Great Schools work. Prior to Kitamba, Nimisha worked as a Project Manager/Business Analyst at Goldman Sachs in New York. Nimisha graduated with a B.S. in Biomedical Engineering and Political Science from Yale University.

Re-envisioning the Role of the District

Making Schools the Unit of Change

The accountability – autonomy handshake allows districts to create the conditions for innovation and make schools the unit of change to meet the needs of all students.

ACCOUNTABILITY

The district and the community hold schools accountable based on a shared definition of quality



AUTONOMY

Schools are given flexibility over people, time, money, and program to meet the unique needs of their students

Where has Kitamba done this work? (1 of 2)

Component	Partners	Highlights
Redesign Central Office (e.g. Strategic Finance, Strategic Budget)	<ul style="list-style-type: none"> New York City Camden, NJ Baltimore, MD Rochester, NY Newark, NJ Midland, TX 	<ul style="list-style-type: none"> Newark, Camden, NYC: led and supported efforts to align central office positions and responsibilities to supporting school based decision making Baltimore: designed a network structure for school support aligned to weighted student funding and school autonomy Rochester: Supported restructuring and new superintendent entry efforts focused on a restructured district budget to devolve additional dollars to schools. Midland, TX: supported design and launch of zero based budgeting process
Talent	<ul style="list-style-type: none"> New York City Baltimore, MD Newark, NJ New Mexico (statewide) Midland, TX 	<ul style="list-style-type: none"> Baltimore, MD; New Mexico, New York City, and Midland, TX: led efforts to develop local and national talent pipelines for teachers and school leaders
Family & Community Engagement	<ul style="list-style-type: none"> Camden, NJ New Mexico (statewide) Columbus, OH Washington, D.C. Midland, TX Beaumont, TX Pharr-San Juan-Alamo, TX 	<ul style="list-style-type: none"> Camden, New Mexico, Columbus, D.C., Midland, Pharr-San Juan-Alamo: led and supported community engagement efforts with families, school boards, and civic partners including strategic support for parent support organizations, work with local philanthropy, and community partners.

Where has Kitamba done this work? (2 of 2)

Component	Partners	Highlights
Portfolio Review and Planning	<ul style="list-style-type: none"> • New York City • Camden, NJ • Baltimore, MD • Rochester, NY • Newark, NJ • San Francisco, CA • Washington, DC • Midland, TX • Beaumont, TX • Pharr-San Juan-Alamo, TX 	<ul style="list-style-type: none"> • New York City Department of Education: led team that built the School Performance Framework • New York City, Camden, Baltimore: led initial portfolio processes • San Francisco and D.C.: led initial pre-work on building School Performance Frameworks • Midland, TX: designed, built, and launched School Performance Framework
School Options	<ul style="list-style-type: none"> • New York City • New Mexico (statewide) • Camden, NJ • Philadelphia, PA • Cleveland, OH • Midland, TX • Beaumont, TX • Pharr-San Juan-Alamo, TX 	<ul style="list-style-type: none"> • New York City: built Office of New Schools • New Mexico: built harbormaster organization focused on bringing in high quality operators • Cleveland and Philadelphia: contributed to new school design and office of school design • Midland TX: designed, launched, and executed annual Call for Quality Schools process to identify high quality school models within and outside the district
School Choice / Unified Enrollment	<ul style="list-style-type: none"> • Camden, NJ • Newark, NJ • New Orleans, LA 	<ul style="list-style-type: none"> • Camden: designed, built, deployed, and led efforts for Camden unified enrollment system including design and implementation of a separate 501c3 to sustain enrollment over the long-term. • Newark: led effort to ensure sustainability of its unified enrollment system • Recovery School District/New Orleans: developed the long-term sustainability and governance design process for OneApp / EnrollNOLA